



# City of Belmont

## FY 2016 Proposed Budget Introduction

### May 26, 2015

# Agenda

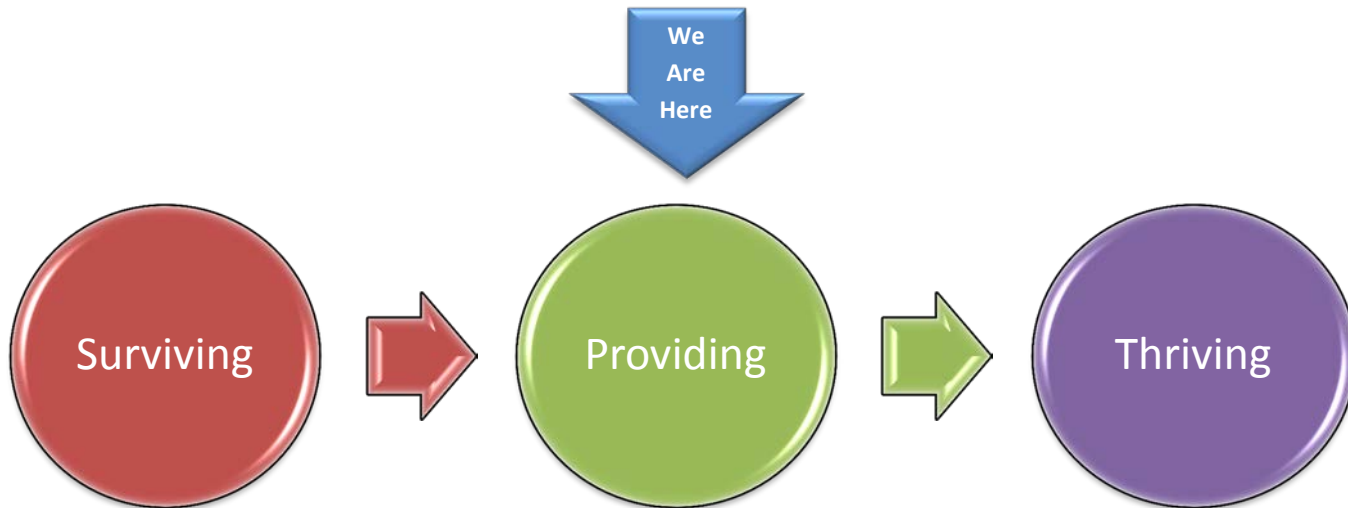
- **FY 2016 Budget Overview**
  - Budget Brief
    - Summary and Policy
    - Assumptions
    - Analysis
    - Obligations
    - Priorities
    - Forecast
  - Department Budget Review
  - Capital Improvement Program
- **Next steps**

# Summary and Policy

# Summary

## Moving Beyond Just Surviving

Levels of Service



# Summary (cont.)

- Operations stabilized
- Cuts and service reductions avoided
- Budget reflects-
  - Innovation
  - Fiscal discipline
  - Improved economy
  - Sustainable employee benefits
- Aging infrastructure-
  - Threatens stability
  - One-time funds for emergency repairs
- Total Revenues/Sources \$88.9M
- Total Expenditures/Uses \$86.4M
- General Fund Unassigned Balance \$6.6M
  - Above the \$5M minimum reserve
  - Meets 33% operating target level

## Summary (cont.)

- Aging infrastructure leads to community engagement effort on highest priorities
  - Over 1,800 residents have indicated their priorities
  - The top community priorities conveyed include:
    - Maintaining 911 emergency response times
    - Fixing streets
    - Improving storm drains
    - Maintaining parks, open space, and sports fields
    - Protect Senior and Youth Services
  - Options for alleviating the problem
- Challenge for the City to be responsive
  - Current fiscal limitations
  - State has taken over \$15.5M last 20 years

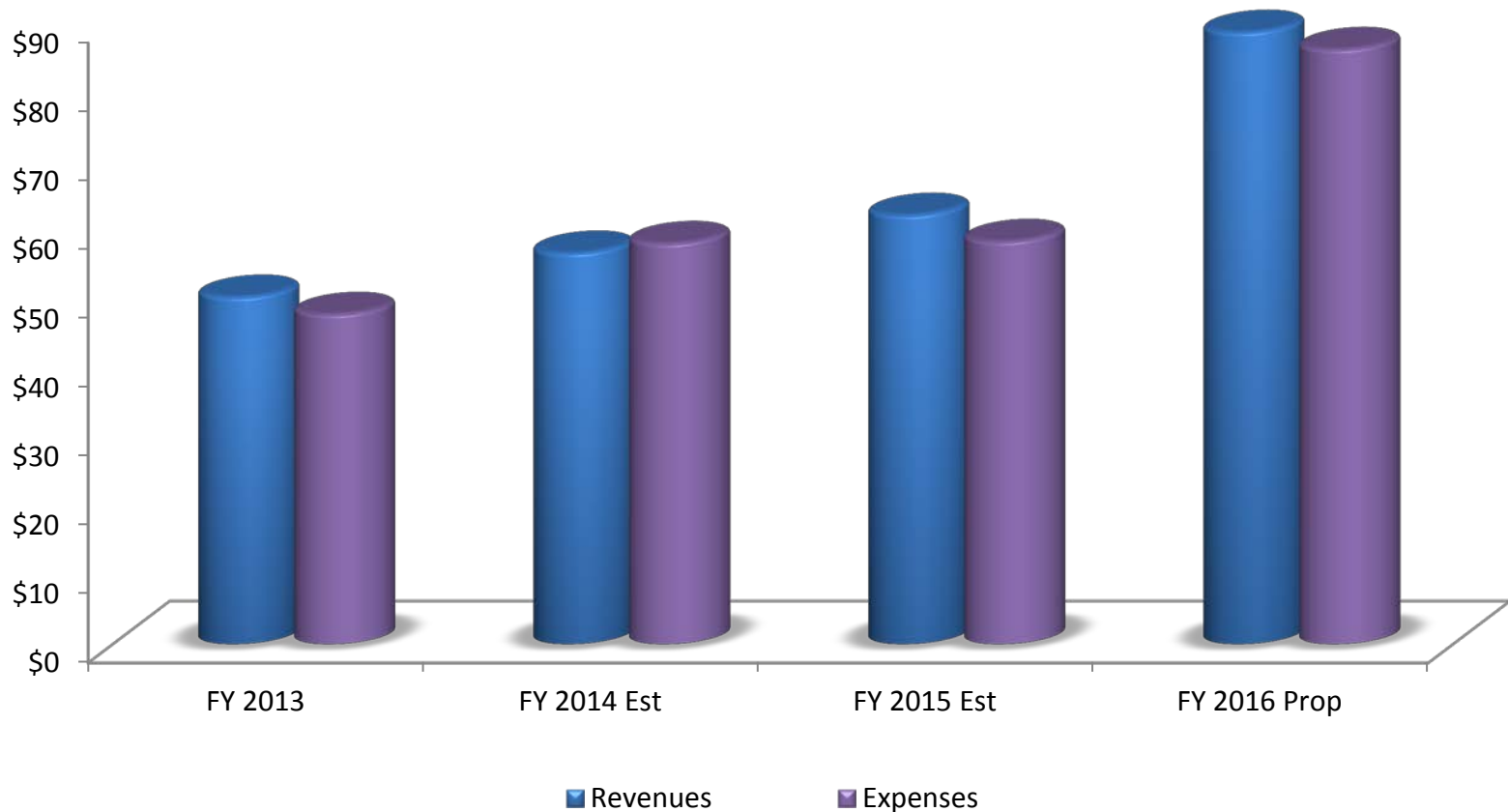
# City Budget Policies

Policy	Complies	
	Yes	No
Balanced Budget	✓	
General Fund Reserve Target	✓	
Belmont Fire Reserve Target	✓	
Contingency	✓	
Fees	✓	

# Analysis

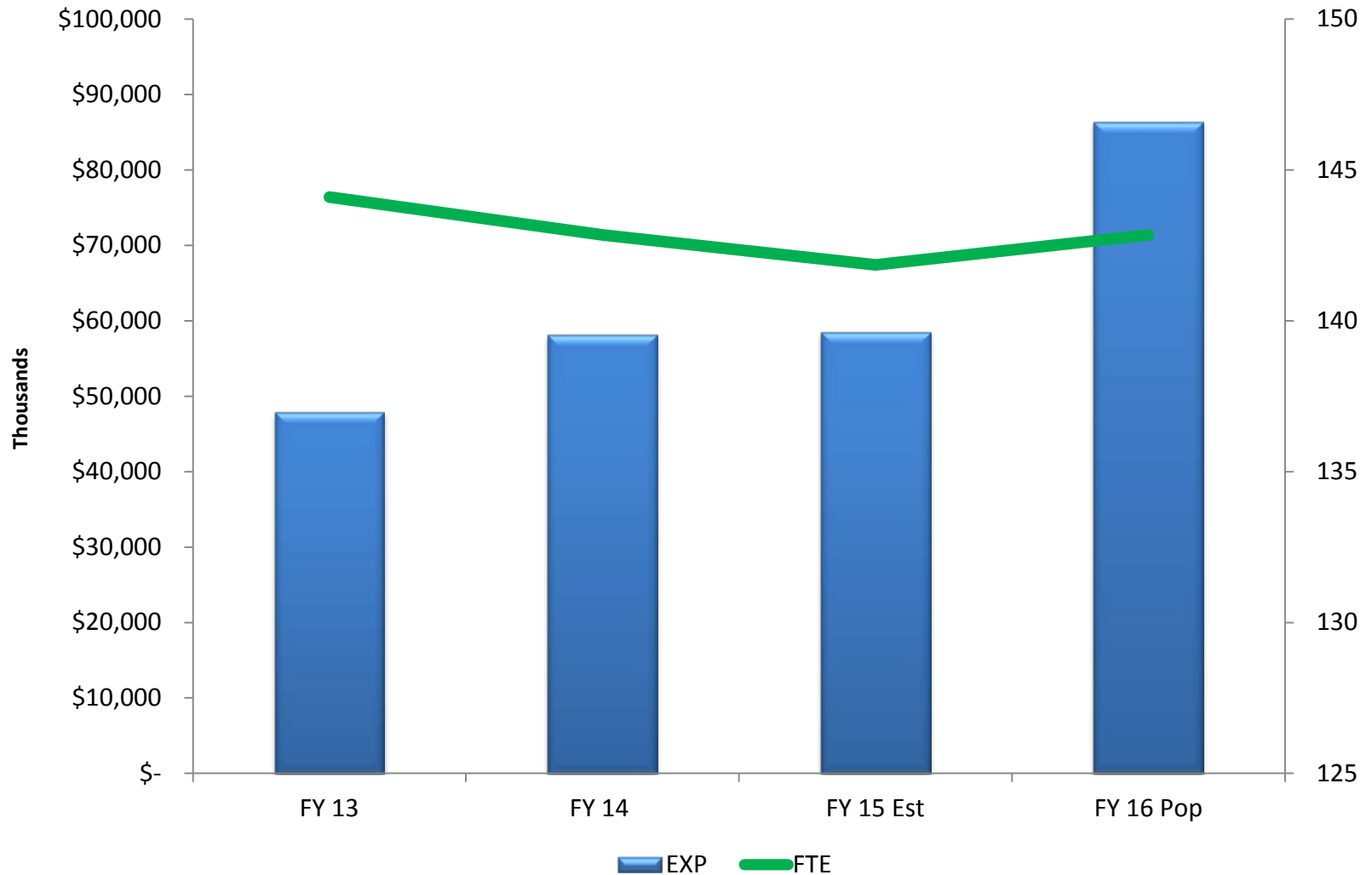
# Total City Revenues and Expenditure Trends

## (in Millions)



# Total City

Total Expenditures & Staffing Trends

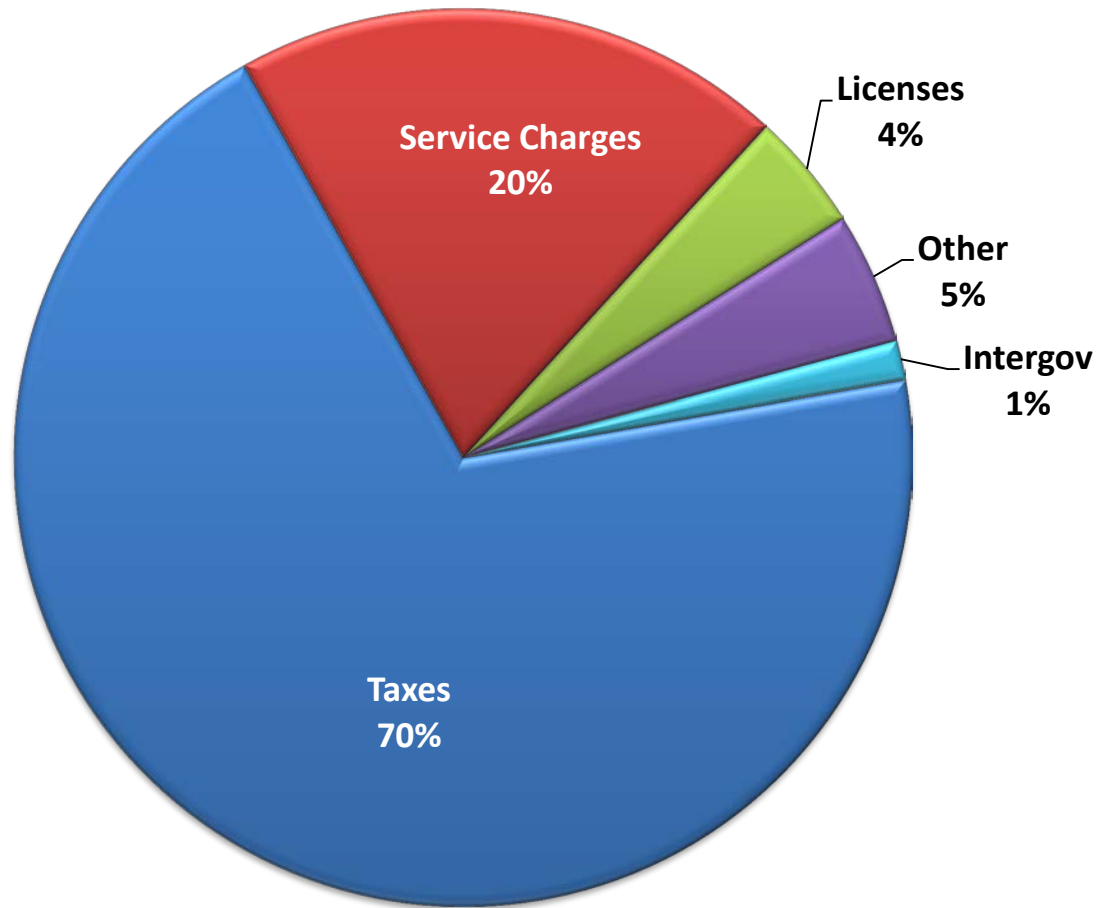


# Major Changes

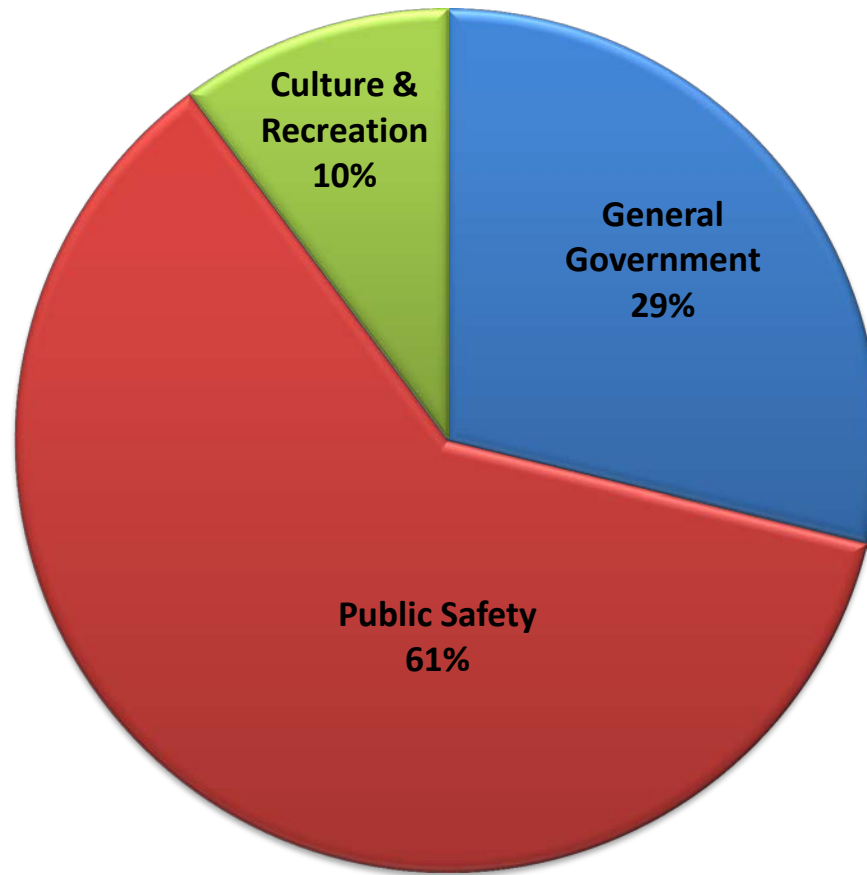


Changes	Amount
Refunding of Sewer Bonds	\$11.3M
Contribution to SVCW CIP	3.7M
Sewer Improvement Projects	3.5M
Street Improvement Projects	1.7M
Park Improvement Projects	0.9M
New/Refurbished Fire Engines	0.8M
General Plan Update	0.6M
Downtown Precise Plan	0.3M
Improvements to Fire Station 15	0.2M
Other	<u>4.9M</u>
<b>Total</b>	<b>\$27.9 M</b>

# General Fund Revenues

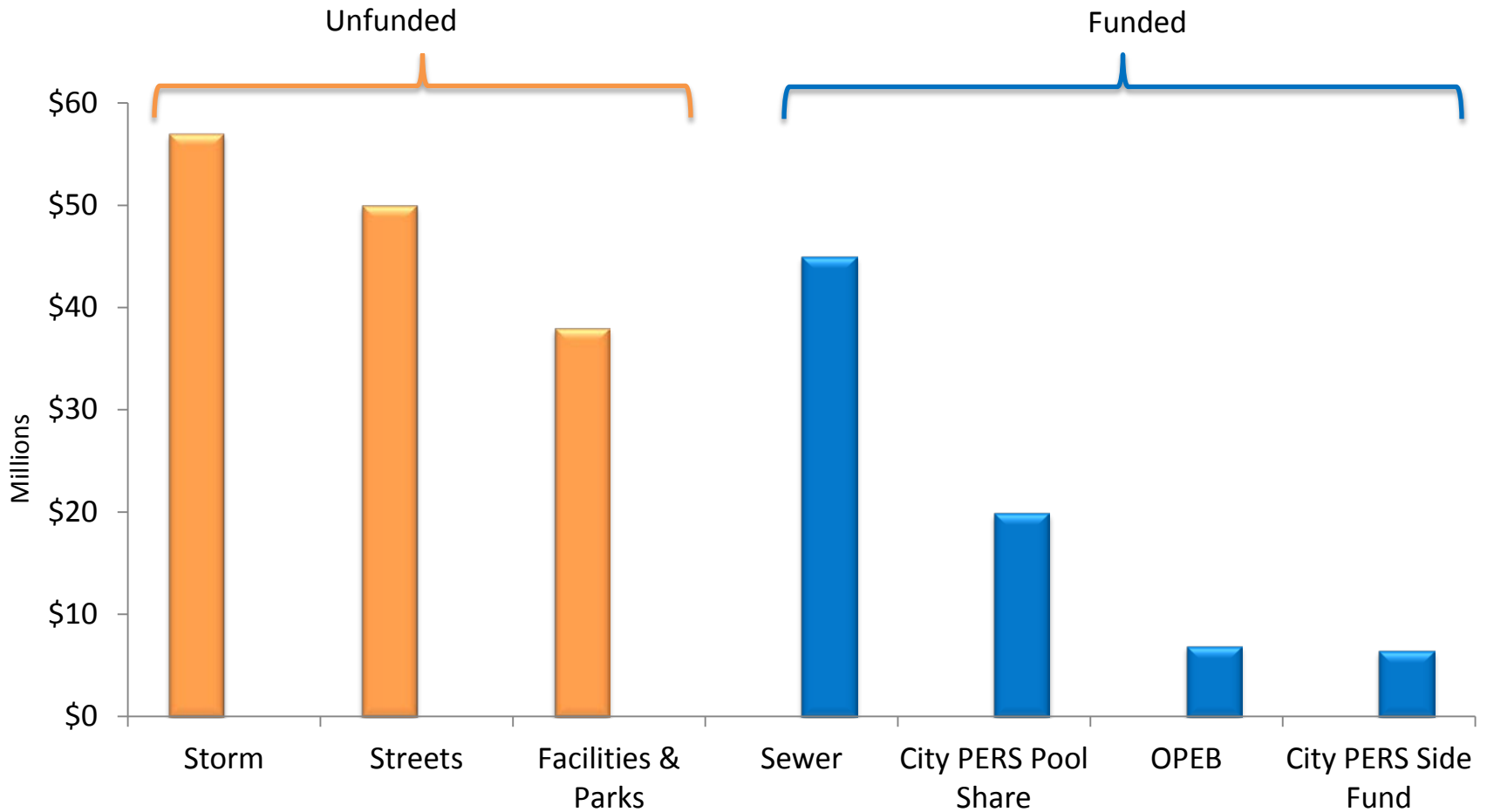


# General Fund Expenditures



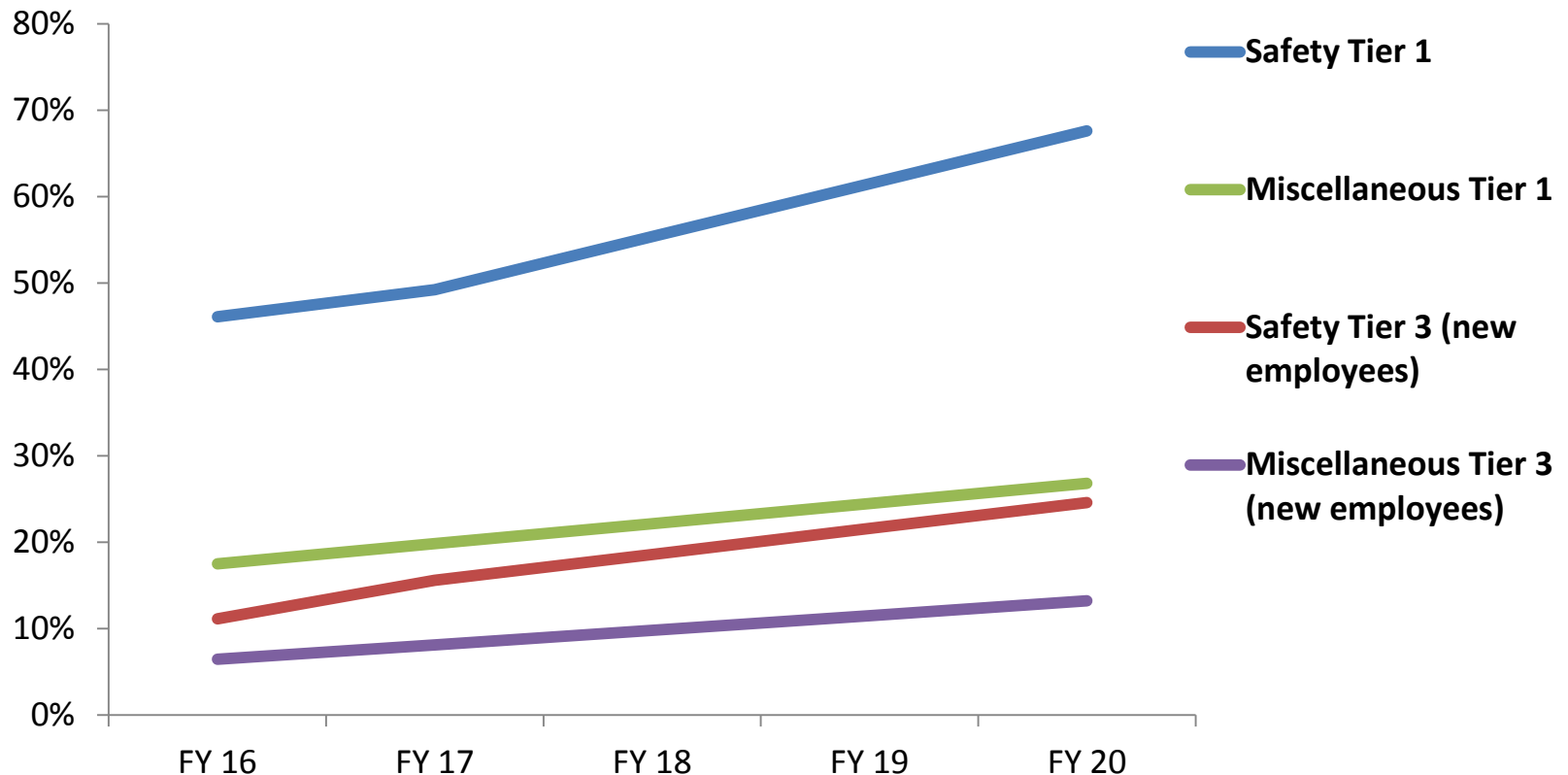
# Obligations

# Capital and Retirement Obligations



# Projected PERS Rate Increases

FY 16-FY 20 Constant \$  
Safety \$294K      Miscellaneous \$159K



# Priorities

# Top 4 Priorities

Economic  
Development

Parks & Recreation  
Improvements  
(Facilities and  
Parks)

Ralston Ave.  
Corridor  
Improvements

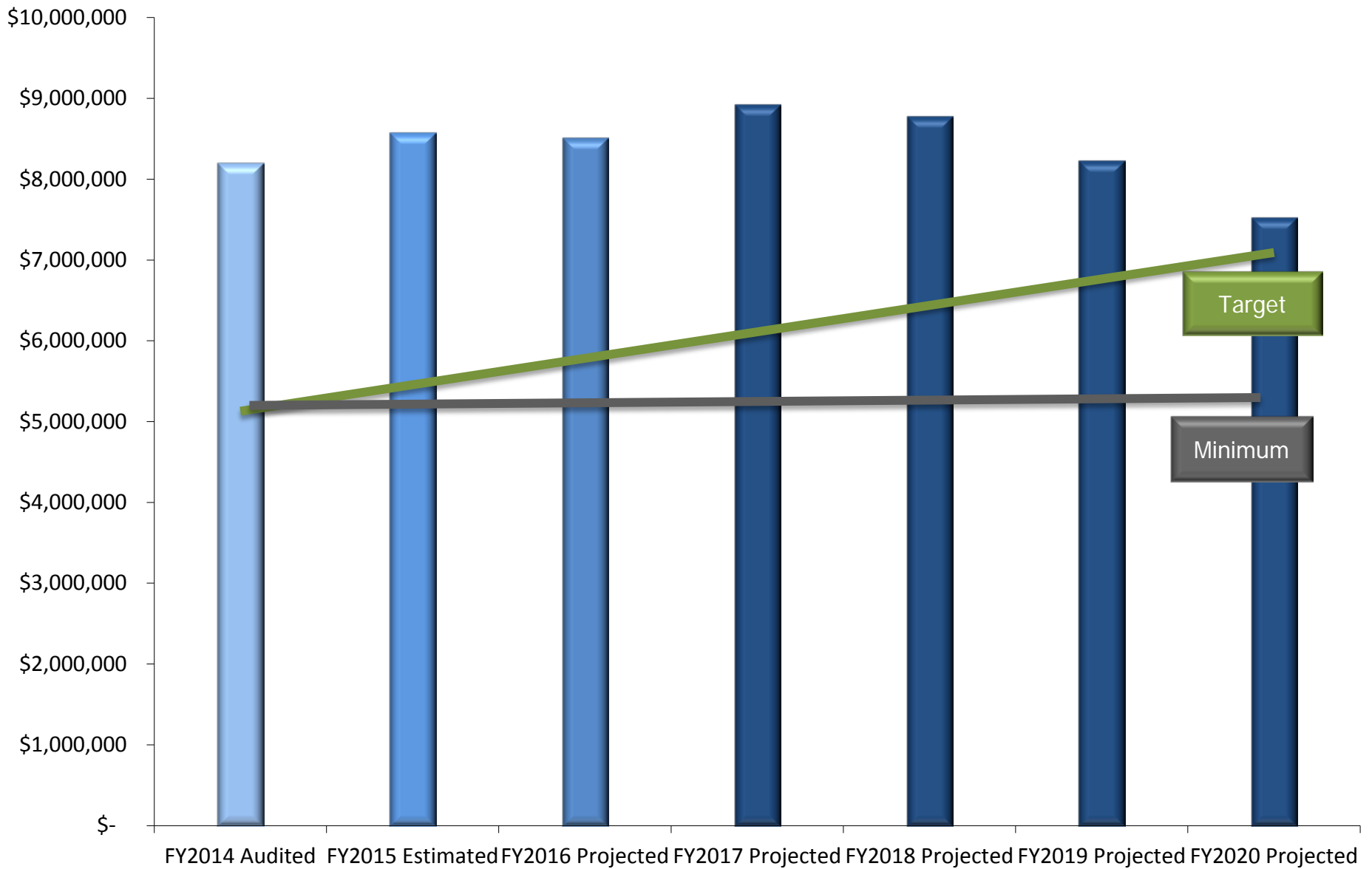
Financing Plan for  
Infrastructure and  
Services

**Forecast**

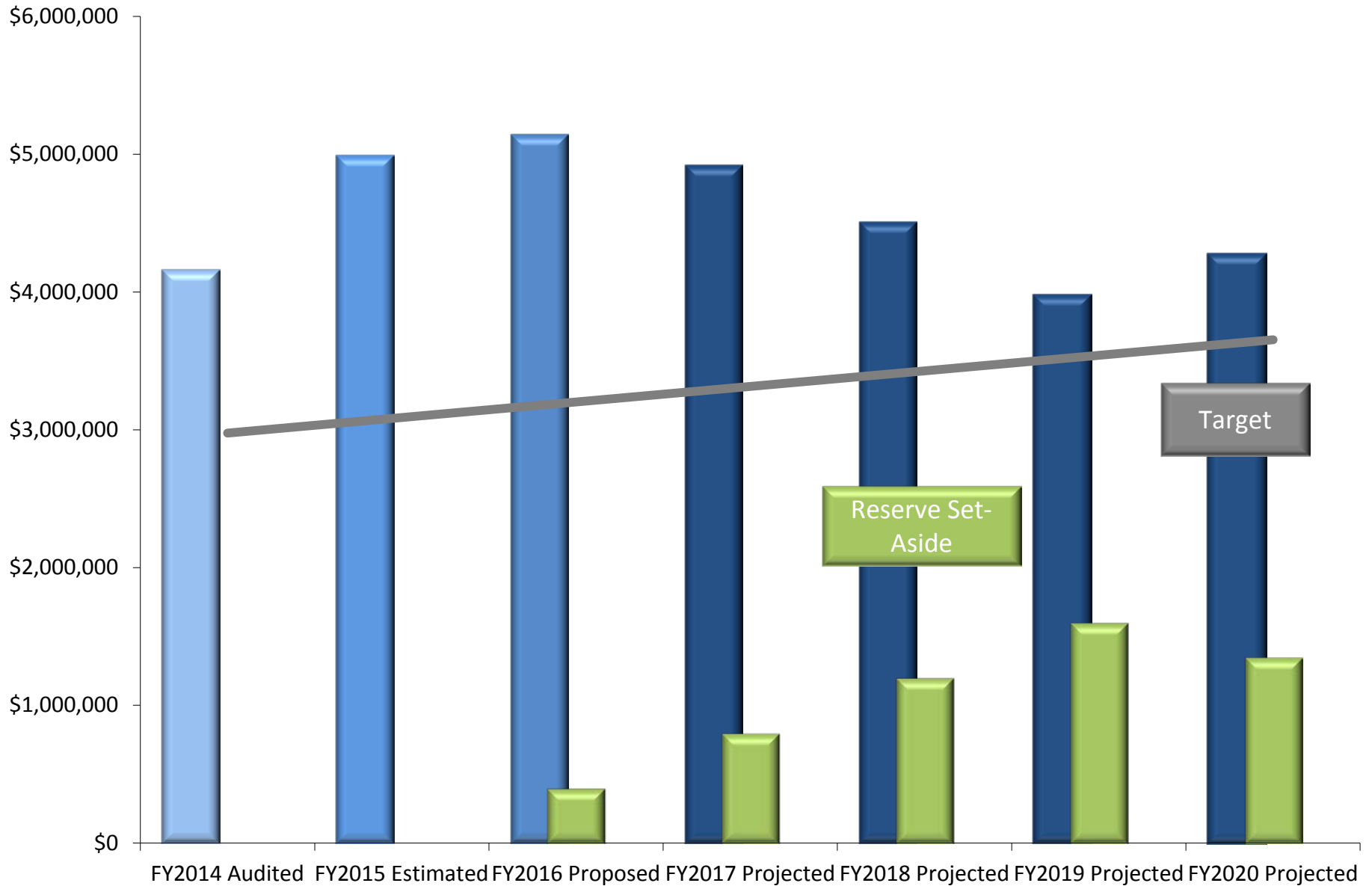


# City of Belmont

## General Fund Balance - 7 Yr Trends & Projections



# Belmont Fire Protection District Fund Balance - 7 Yr Trends & Projections



# Department Budget Review

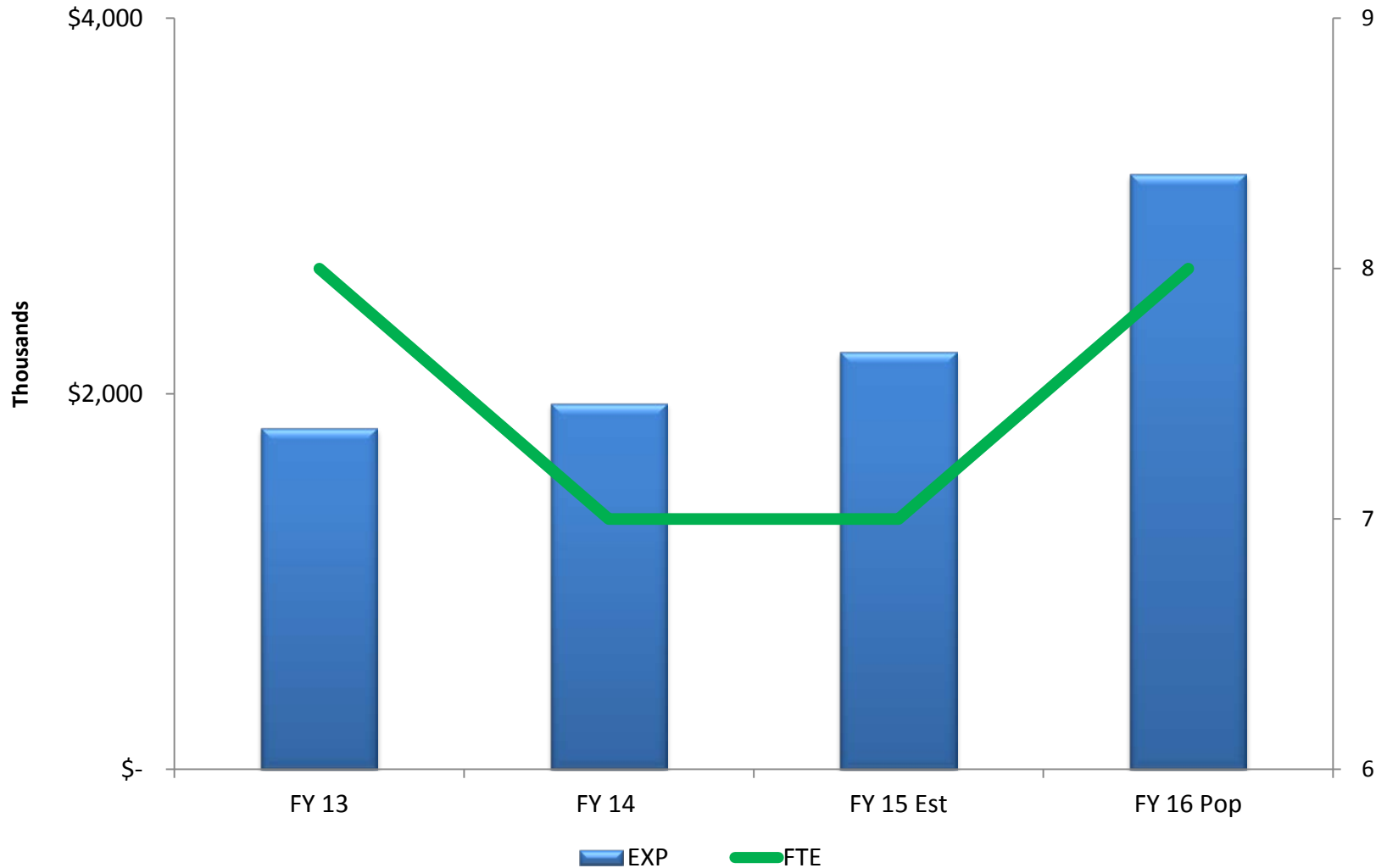
- Community Development Department
- Fire & Police Departments
- Parks & Recreation Department
- Public Works Department
- Administrative Departments

# Department Budget Review

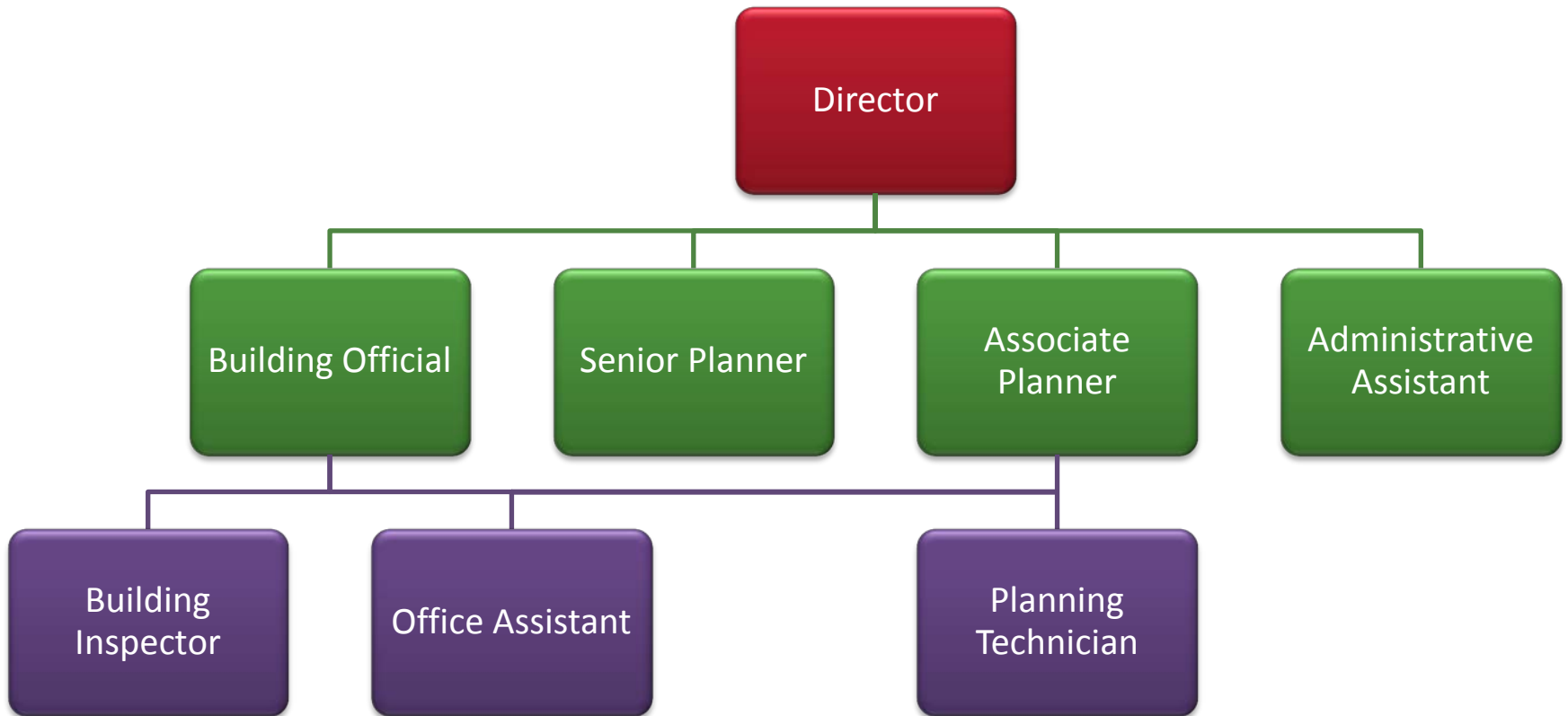
## Community Development Department

# Community Development Department

Total Expenditures & Staffing Trends



# Community Development Department



# Community Development Department

## Key Responsibilities

### Planning

- Long Range Planning
- Economic Development
- General Plan Update
- Sustainability Coordination

### Development

- Development Review
- Planning/Zoning
- Business License Review
- Public Information

### Permitting

- Building Permits
- Plan Review
- Inspections
- Fire Plan Review
- Fire Inspections
- Public Information

# Community Development Department

## Contribution to City Council Priorities

- 2035 General Plan Update
- Belmont Village Specific/Implementation Plan
- Belmont Village Zoning/Design Guidelines
- Sustainability Objectives
- Develop City's Climate Action Plan
- Zoning and Tree Ordinance Amendments

# Community Development Department

## Major Accomplishments

- ✓ 2035 General Plan Update – Significant Progress
- ✓ Belmont Village Specific/Implementation Plan Initiated
- ✓ Zoning & Tree Ordinance Amendments – Significant Progress
- ✓ 2010 Greenhouse Gas Inventory Completed; Climate Action Plan Preparation
- ✓ Solar Roadmap Leaderboard
- ✓ Housing Element

# Community Development Department

## Objectives



Develop Target Sites



2035 General Plan Update



Zoning & Tree Ordinance  
Amendments



Belmont Village Zoning




Sustainability Objectives



Belmont Village  
Specific/Implementation  
Plan



Climate Action Plan



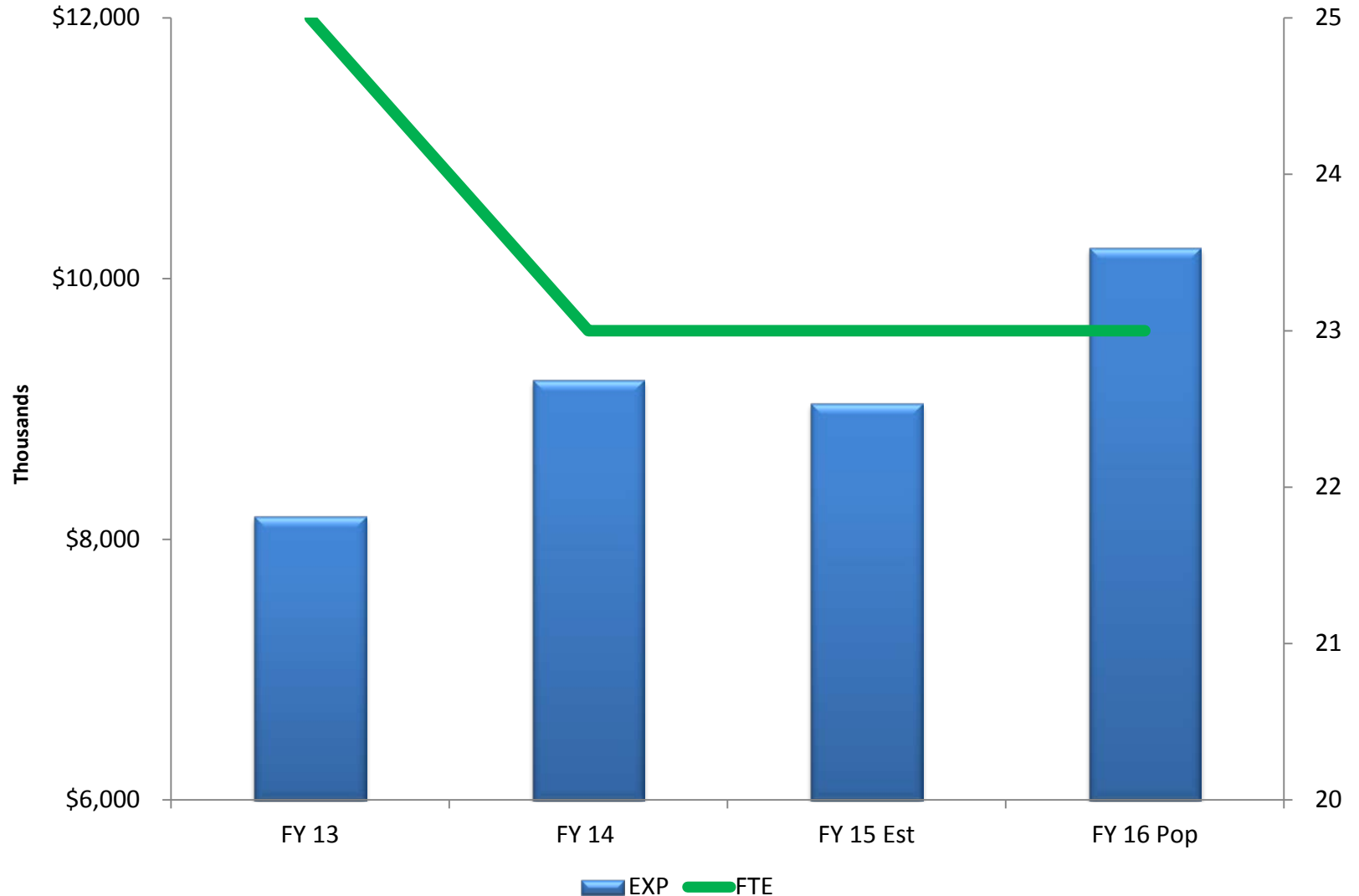
Solar Streamlining  
Permitting

# Department Budget Review

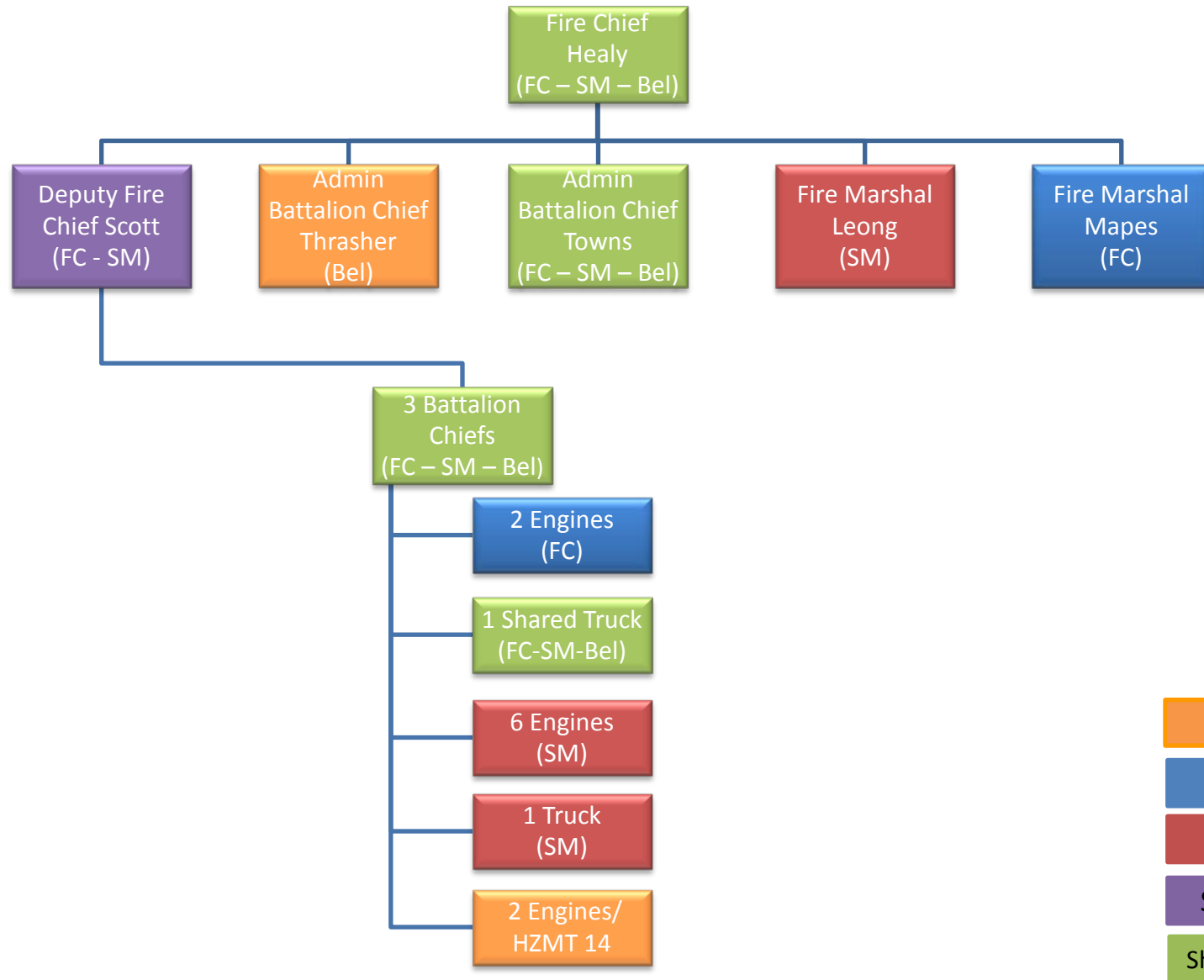
## Fire Department

# Fire Department

Total Expenditures & Staffing Trends



# Fire Department



# Fire Department

## Key Responsibilities

### Fire Suppression

- Suppression & Rescue
- Emergency Medical Services (JPA)

### Fire Prevention

- Fire Prevention, Investigation, & Code Enforcement

### Hazardous Materials

- Hazardous Materials Response Team

# Fire Department

## Contribution to City Council Priorities

- Shared Fire Command Staff with San Mateo & Foster City
- Hazardous Materials Response Team (Contract w/San Mateo County)
- Fire Prevention Services through CSG Contract and San Mateo Fire Prevention Bureau
- Fire Department Training (Contract w/ Central San Mateo County Training Division)

# Fire Department

## Major Accomplishments

- ✓ Evergreen Agreement for Shared Administration with San Mateo and Foster City
- ✓ Joint staffed ALS Truck at San Mateo Fire Station 23
- ✓ Wildland Urban Interface (WUI) Defensible Space Plan
- ✓ HAZMAT Team certified as Type-2 resource
- ✓ Apparatus restructured-trucks sold, engine ordered
- ✓ Community Engagements-CPR Program, National Night Out, Sober Graduation, CERT Exercise, OES Drills

# Fire Department

## Objectives



Central San Mateo County  
Training



Seek Opportunities for Cost  
Sharing



Business Fire Inspections



Joint CERT training with San  
Mateo & Foster City



Alignment of Policies and  
Procedures



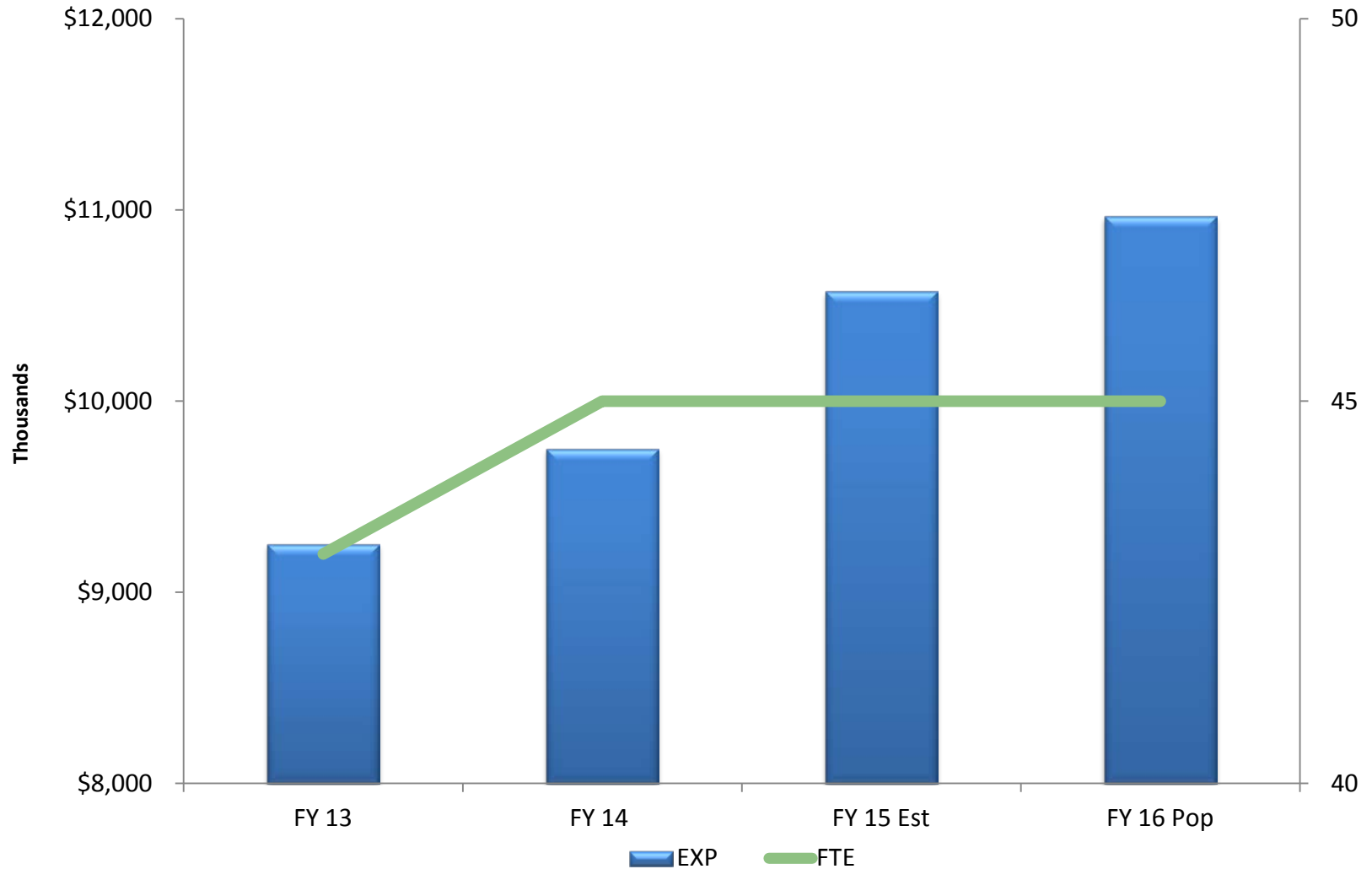
Joint Promotional  
Processes

# Department Budget Review

## Police Department

# Police Department

Total Expenditures & Staffing Trends



# Police Department



# Police Department

## Key Responsibilities

### Crime Control

- Reduce crime and maintain order in the community.

### Traffic

- Facilitate a safe and orderly flow of traffic to minimize accidents and injuries.

### Support

- Support the delivery of effective core police services.

# Police Department

## Major Accomplishments

- ✓ Staffing Plan
- ✓ #BelmontWatch
- ✓ Officer Worn Video
- ✓ K-9 Kilo
- ✓ Traffic Hot Spots
- ✓ Made over 500 arrests
- ✓ Responded to over 28,000 calls for service
- ✓ Several High Profile Arrests - Burglaries, Homicide, Vehicle Thefts.

# Police Department

## Objectives



Impact Property Crime



Expand Community  
Outreach & Social Media



Strategic Deployment of  
Traffic Units



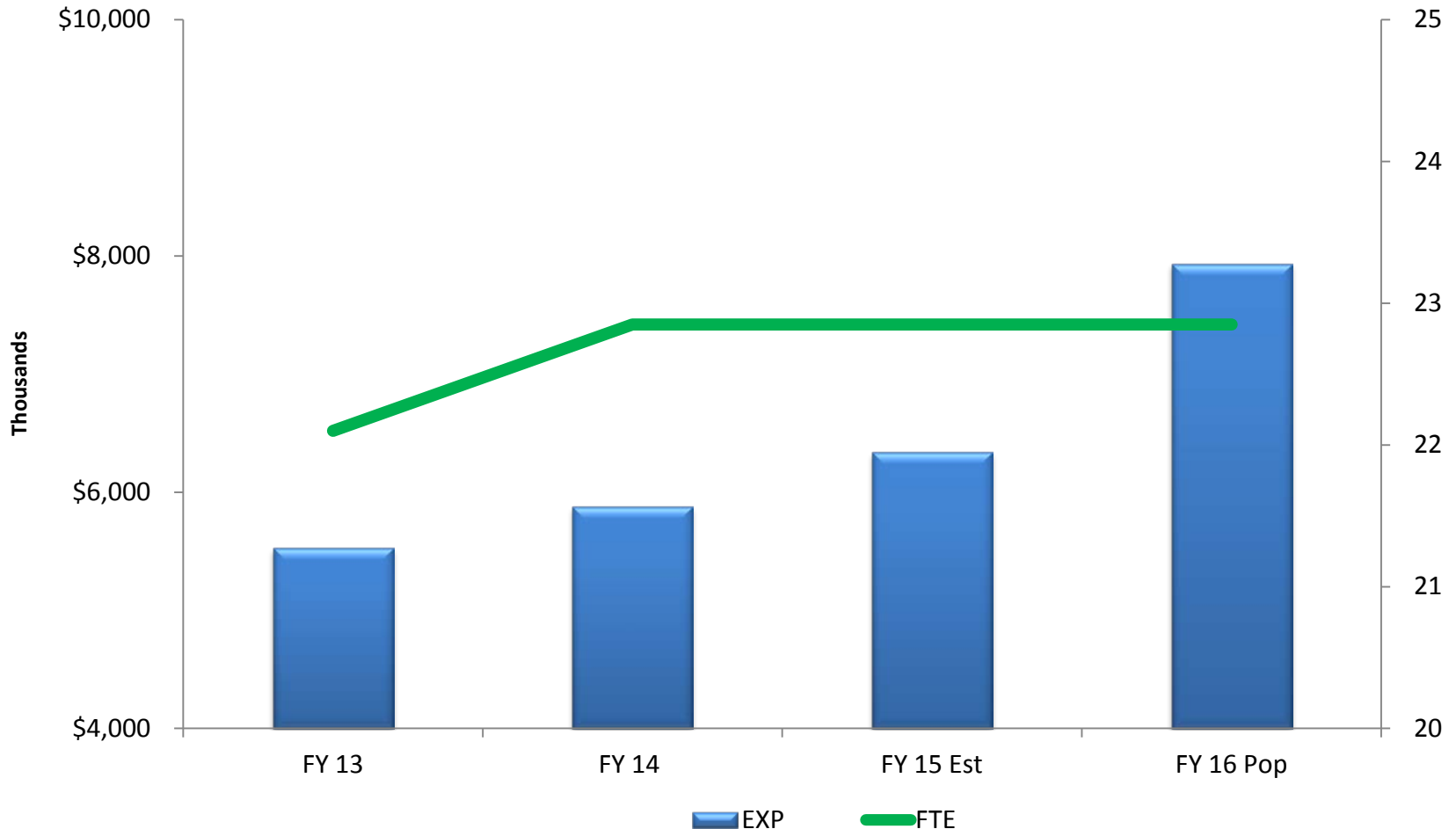
Supervision for Support  
Services

# **Department Budget Review**

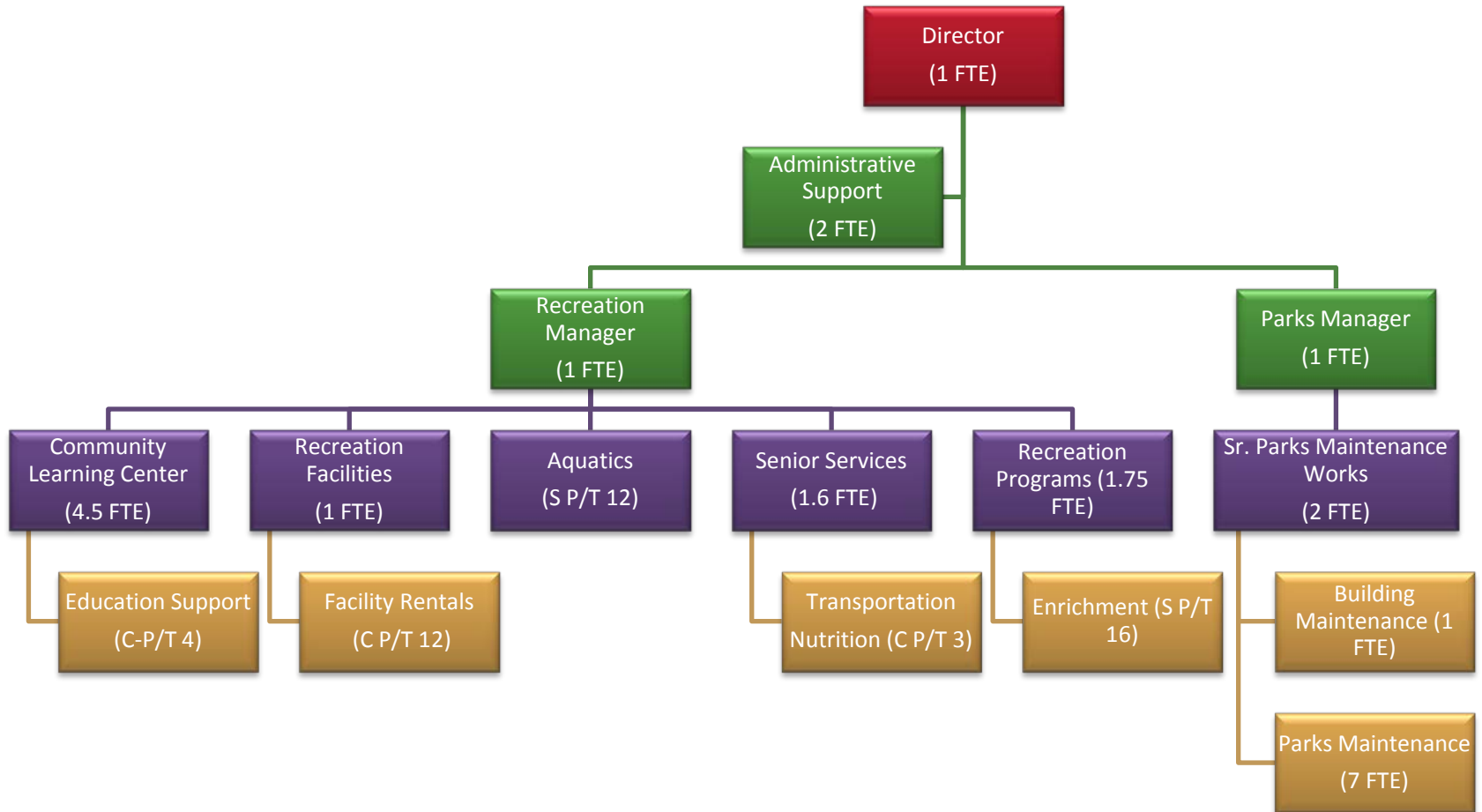
## **Parks & Recreation Department**

# Parks & Recreation Department

Total Expenditures & Staffing Trends



# Parks & Recreation Department



*"Enhancing the quality of life for the community"*

# Parks & Recreation Department

## Key Responsibilities – Parks & Facilities

### Buildings

- Over 160,000 square feet and 22 public buildings

### Parks & Medians

- 14 developed parks
- Medians throughout Belmont
- Rights of Way
- Tree Management & Permitting

### Athletic Fields

- 11 Athletic Fields (7 City, 4 School District)

### Open Space

- 335 Acres

### Staff & Budget

- 10 dedicated staff & operating budget of about \$4M

# Parks & Recreation Department

## Key Responsibilities – Recreation

### Youth

- Recreation & Enrichment Classes
- Belmont Community Learning Center Pre-School at Barrett
- Field Scheduling for Youth Sports- Both City and School District Fields

### Teens

- After School Programs in partnership with the Library
- VOICES Program
- Partnership with Footsteps After Care Inc. at Barrett

### Adults & Seniors

- Recreation & Enrichment Classes
- Twin Pines Senior and Community Center
- Senior Lunch and Van Program

### Community

- Partnerships, Agreements, & Marketing
- Facility Rentals

### Staff & Budget

- 10 dedicated staff & operating budget of about \$2.1M

*"Enhancing the quality of life for the community"*

# Parks & Recreation Department

## Contribution to City Council Priorities

- Davey Glen Park Design and Construction
- Athletic Field Improvements
- Facilities Condition Management Assessment
- Open Space Planning
- Non-Profit Parks Foundation

# Parks & Recreation Department

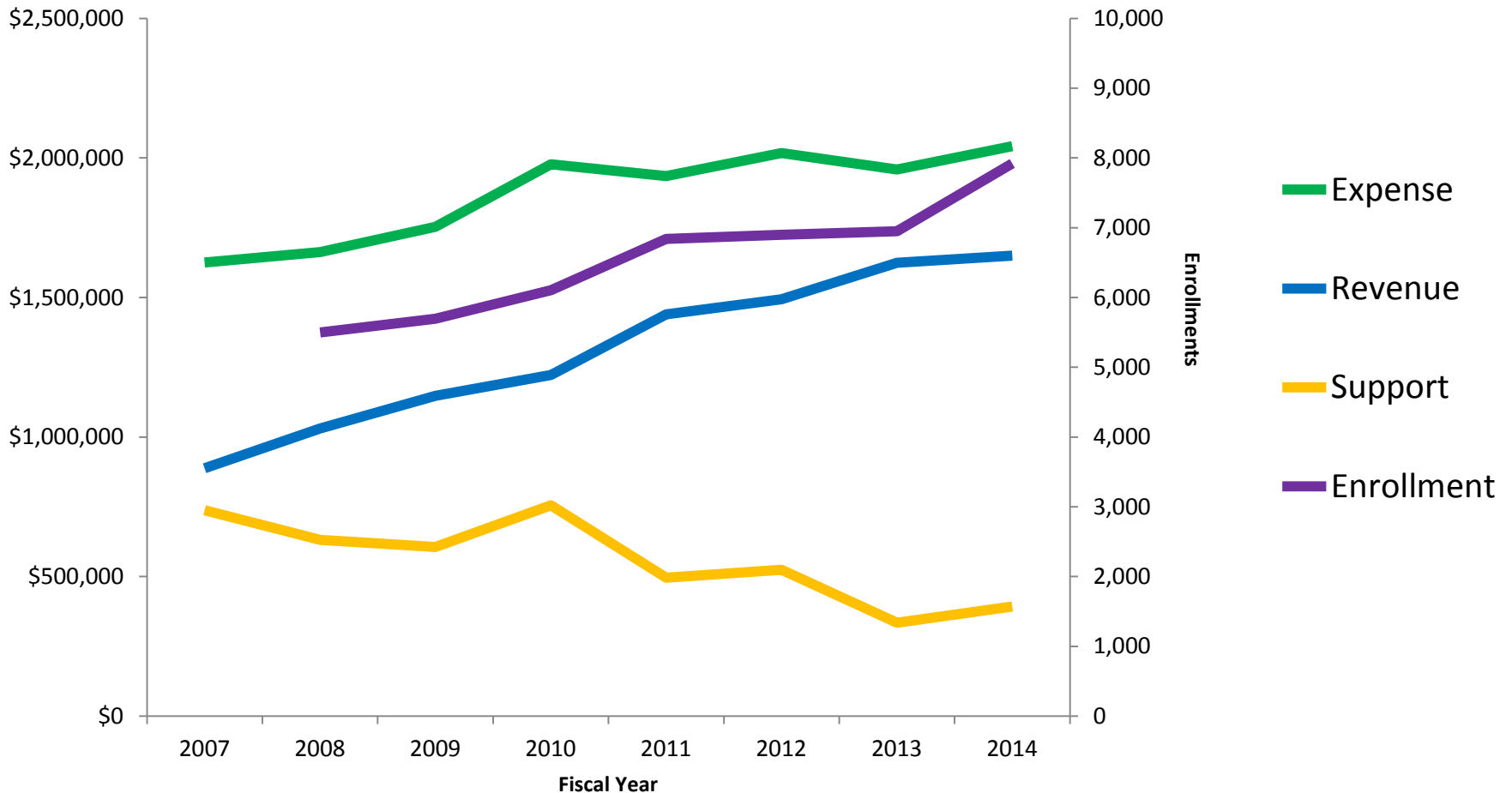
## Major Accomplishments

- ✓ Completed Lake Loop Trail Realignment Project
- ✓ Davey Glen Park Progress
- ✓ Energy Efficiency Projects at the Library and City Hall
- ✓ Implemented 25% water reduction
- ✓ Revised Tree Ordinance
- ✓ Installed shade structure at Community Learning Center, replaced turf at Buckeye Picnic Area, improved Wakefield Park and Lodge patio
- ✓ Installation of the Giving Tree and new furniture at the Twin Pines Senior and Community Center
- ✓ Increasing enrollments, revenues and participation in programs
- ✓ Successful community events like Father/Daughter Dance and Egg Hunt
- ✓ Implemented a new Park Impact Fee and updated Quimby Act Fees
- ✓ Barrett Community Center Report

# Parks and Recreation Department

## Improved Cost Recovery

### Recreation Participation and Revenue



*“Enhancing the quality of life for the community”*

# Parks & Recreation Department

## Objectives

### Near Term



Davey Glen Park Construction



Energy Efficiency Projects at the Library and City Hall



Water Reduction Plan and Implementation



Open Space Land Donation Policy

### Mid Term



Sports Complex Synthetic Turf Project



City Hall and Twin Pines Community Center Projects



Twin Pines Park Circulation Improvements



Process Improvements to Facility Management

### Long Term



Barrett Community Center Project



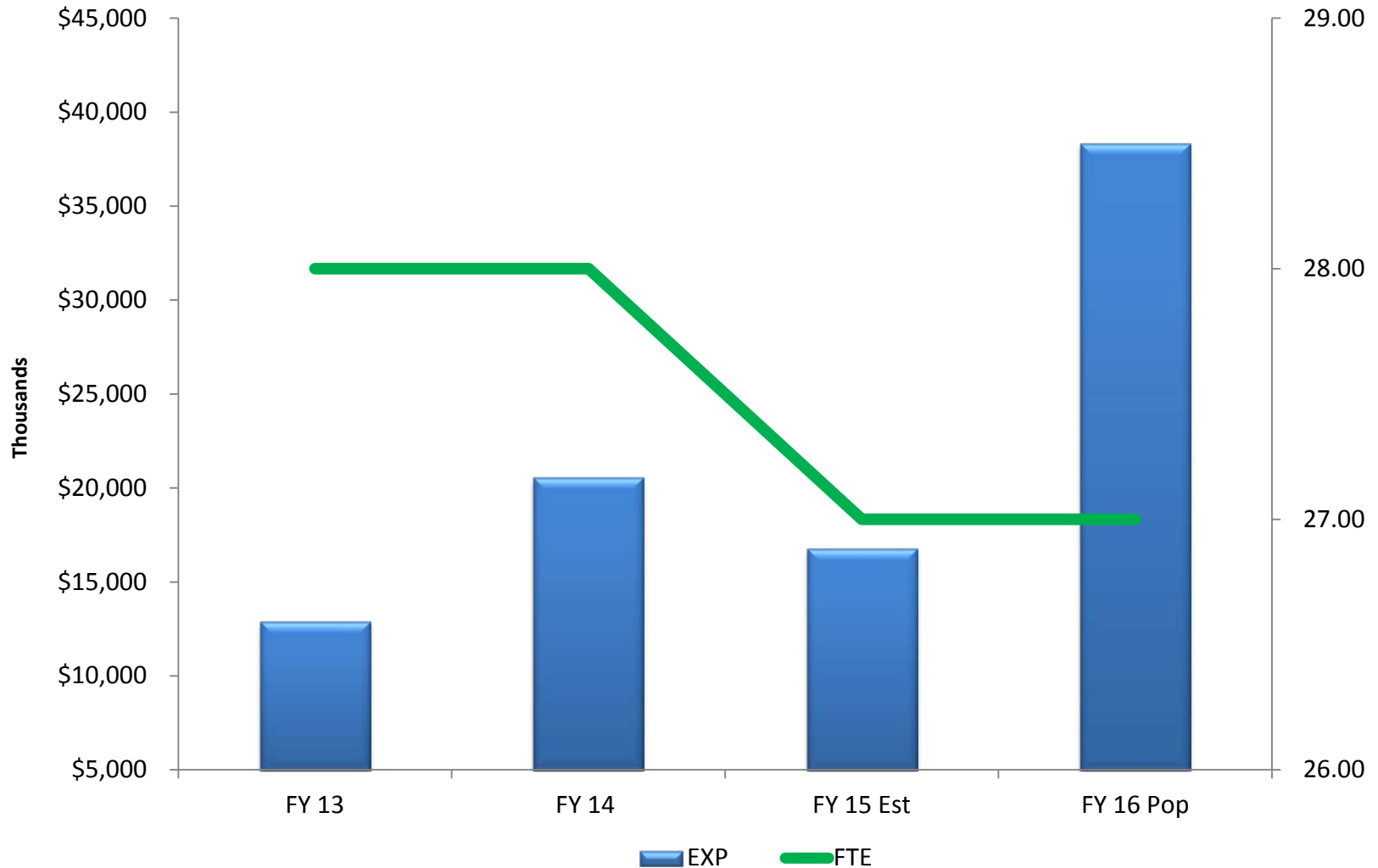
Park, Open Space, and Recreation Master Plan

# Department Budget Review

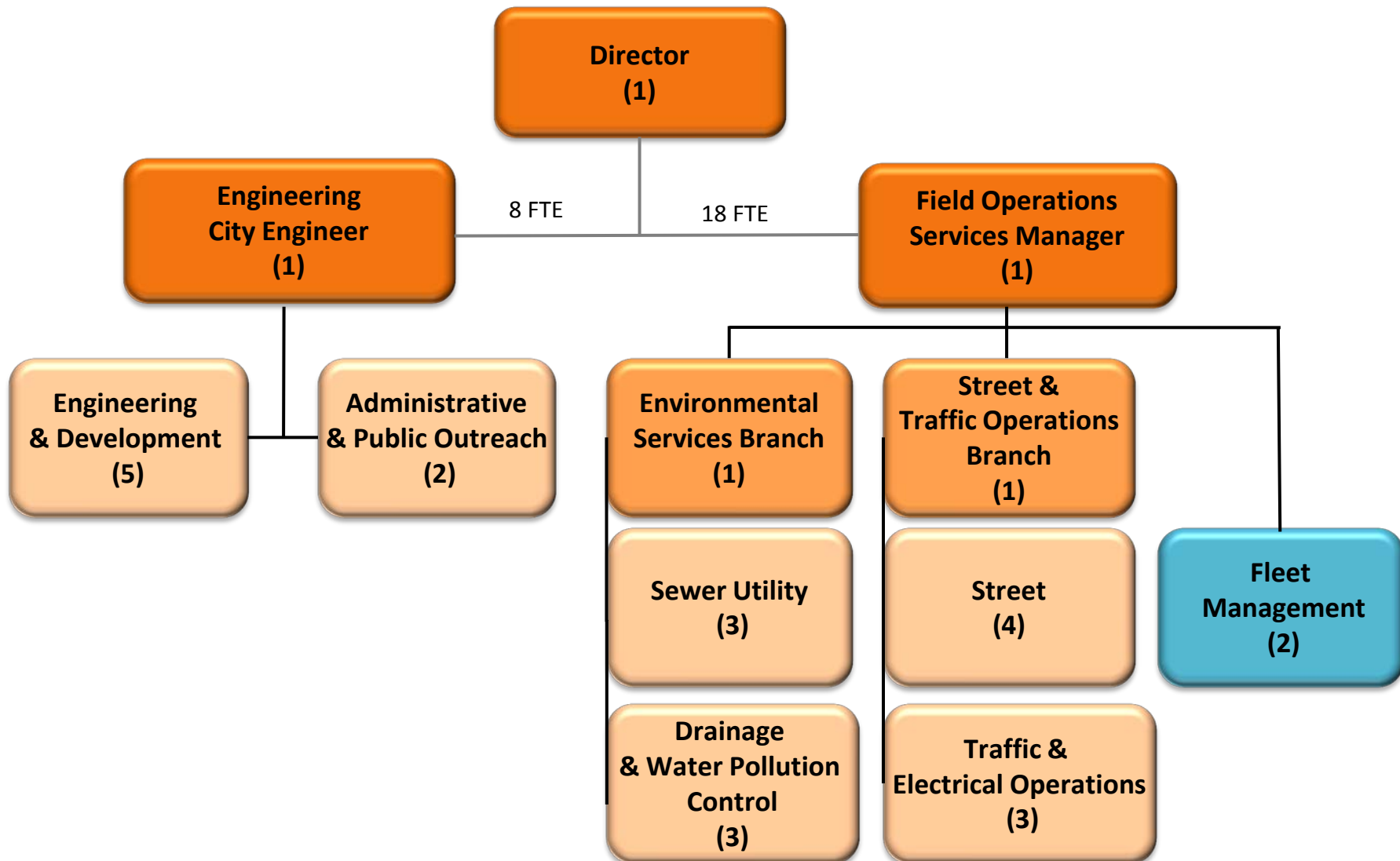
## Public Works Department

# Public Works Department

Total Expenditures & Staffing Trends



# Public Works Department



# Public Works Department

## Key Responsibilities

### Infrastructure

- Capital Improvement Plan
- Development Reviews
- Public Improvements
- Asset Management
- R/W ADA Compliance

### Environmental Stewardship

- Trash Load Reduction (NPDES/MRP)
- Creek Stewardship
- Water Pollution Prevention
- FOG sewer inspections
- Reduce I/I
- Creek and trash hotspot clean-up
- Education and Outreach
- Multi-modal transportation
- Solid Waste, Recycling and Compost Services
- Commercial and Industrial Facility Inspection
- Regulatory Compliance Reports

### Operations

- **Sanitary Sewers**
  - 85 miles pipes
  - 5 miles FM
  - 11 PS
- **Storm Drainage**
  - 26 miles pipes
  - 2 PS
  - 1400 SD Inlets
  - Creeks/Flood Control
- **Streets/Traffic**
  - 135 Ln/miles
  - Traffic Signals
  - 1622 Lights (street, bike bridge, parking lot)
  - 3039 Signs
  - Bike Bridge
  - 43,200 Feet of Painted Curb
- **Solid Waste**
  - 55 Full Capture Trash Devices
  - F.A. w/ Recology
- **Fleet**
  - 109 Veh/Equip
  - Fuel Mgmt/Dispensing System

# Public Works Department

## Contribution to City Council Priorities

- Ralston Corridor and Improvements
- Safe Routes to School

### Other Noteworthy Projects

- ADLP Corridor Study (Four Corners)
- MRP Permit Activities (Water Quality Permit Activities)
- Sewer Force Main Evaluation Project

# Public Works Department

## Major Accomplishments - Infrastructure

### Completed:

- ✓ Ralston Corridor Study
- ✓ PASS Signal Synchronization Project
- ✓ Sewer Force Main Evaluation Project
- ✓ Storm Pump Station Lid Replacement Project
- ✓ Ralston Sewer Main Replacement Project
- ✓ Marsten Storm Drain Repair Project
- ✓ 2014 Slurry Seal Project

### Design, Award & Initiated:

- ✓ Sewer and Storm Drain Improvement Project
- ✓ Pavement Reconstruction
- ✓ Ralston Storm Emergency
- ✓ 2015 Sewer Rehabilitation
- ✓ Comprehensive Pedestrian and Bicycle Plan
- ✓ Standard Details Update

# **Public Works Department**

## **Major Accomplishments - Operations**

### **Streets/Traffic Ops**

- ✓ 67,330 linear feet crack sealing completed
- ✓ 620 tons of asphalt used for road repairs
- ✓ 246 street lights repaired/installed
- ✓ 489 signs fabricated/317 signs installed
- ✓ 3 new traffic signal heads installed

### **Sewer Utility**

- ✓ 13.12 miles of CCTV inspections
- ✓ 27.86 miles of sewer lines cleaned
- ✓ Root foamed 49,969 feet of sewer lines
- ✓ 22 sewer pumps inspected & cleaned
- ✓ 5,520 curb miles swept
- ✓ 419 tons of material removed

### **Engineering**

- ✓ 190 Permits issued
- ✓ 710 Permit /Code Inspections
- ✓ 6 Grant applications submitted

### **Fleet Management**

- ✓ Purchased 8 new vehicles
- ✓ 554 work orders completed
- ✓ Purchased a new Fuel Management System

### **Drainage & Water Pollution Control**

- ✓ 25 new bicycle safe SD grates installed
- ✓ 2,400 storm drain inlets/manholes inspected
- ✓ 1,744 work orders completed
- ✓ 4.05 miles of CCTV inspections

# Public Works Department

## Objectives

### I/E

- Execute the CIP
- Update City Standard Plans and Details
- Progress with Council Priorities
- Complete Capital Asset Management Plan

### S/T & EO

- Continue w/ preventative maintenance of our roadway system
- Continue replacing existing streetlights with LED units.
- Be responsive to service calls
- Maintain City's r/w assets

### SU

- Maintain an aggressive sewer cleaning and inspection program.
- Strive to maintain a low number of SSO's (both Public & Private).
- Reduce I/I
- Implement a manhole/frame replacement program.

### FM

- Ensure on-road and off-road emission compliance
- Continue to provide the City w/ safe and reliable vehicles/equipment in a cost effective manner.

### D & WPC

- Implement the Long Term Trash Load Reduction compliance (70% reduction of trash) in the municipal separate storm sewer system by 2017.
- Meet our Enhanced street sweeping goals per our MRP goals
- Maintain an aggressive storm cleaning and inspection program.
- Meet MRP/NPDES Requirements

### SW

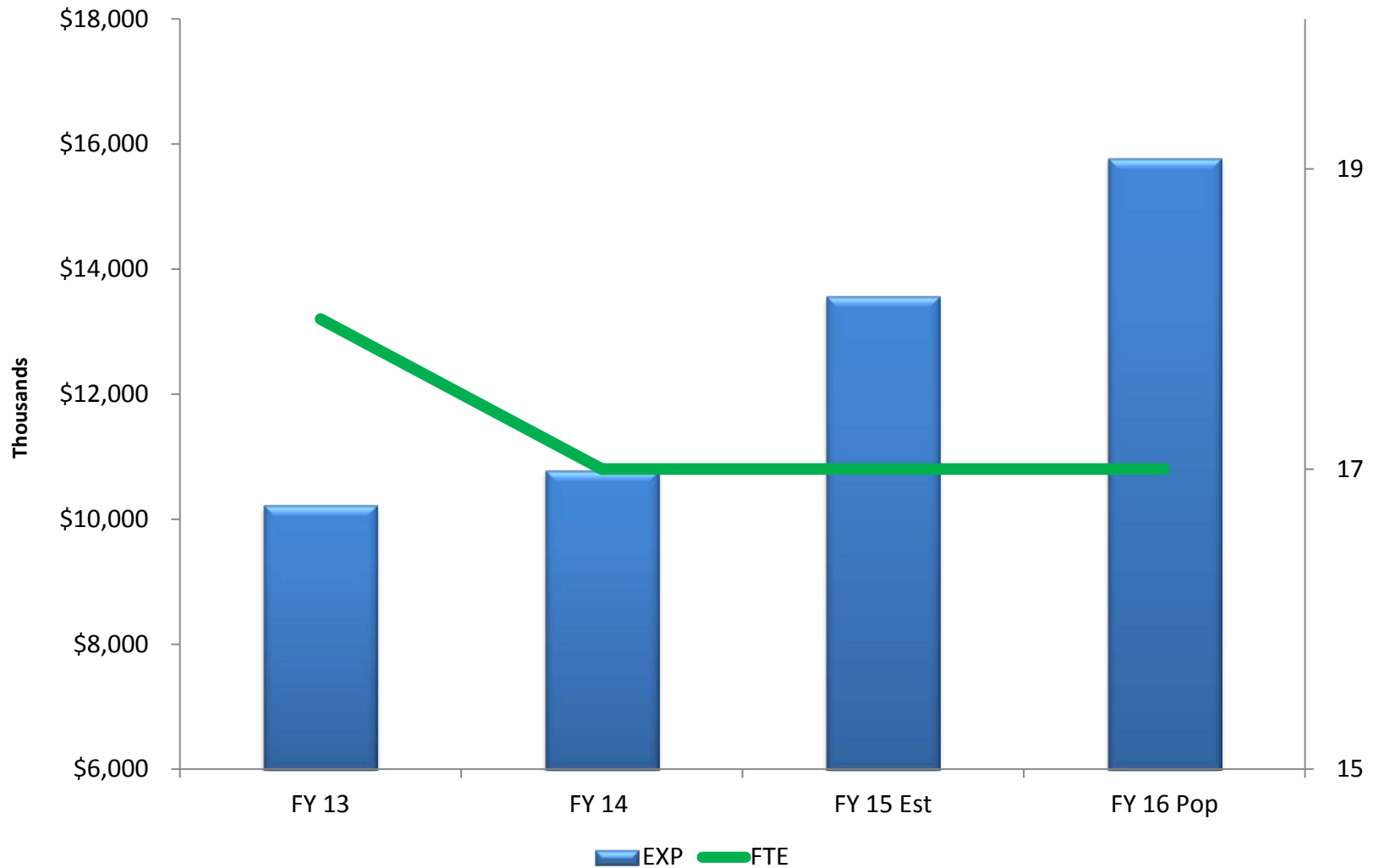
- Ensure meeting successful implementation of AB341 Mandatory Commercial Recycling goals
- Effective management of Franchise Agreement and Rethinkwaste (SBWMA) JPA

# Department Budget Review

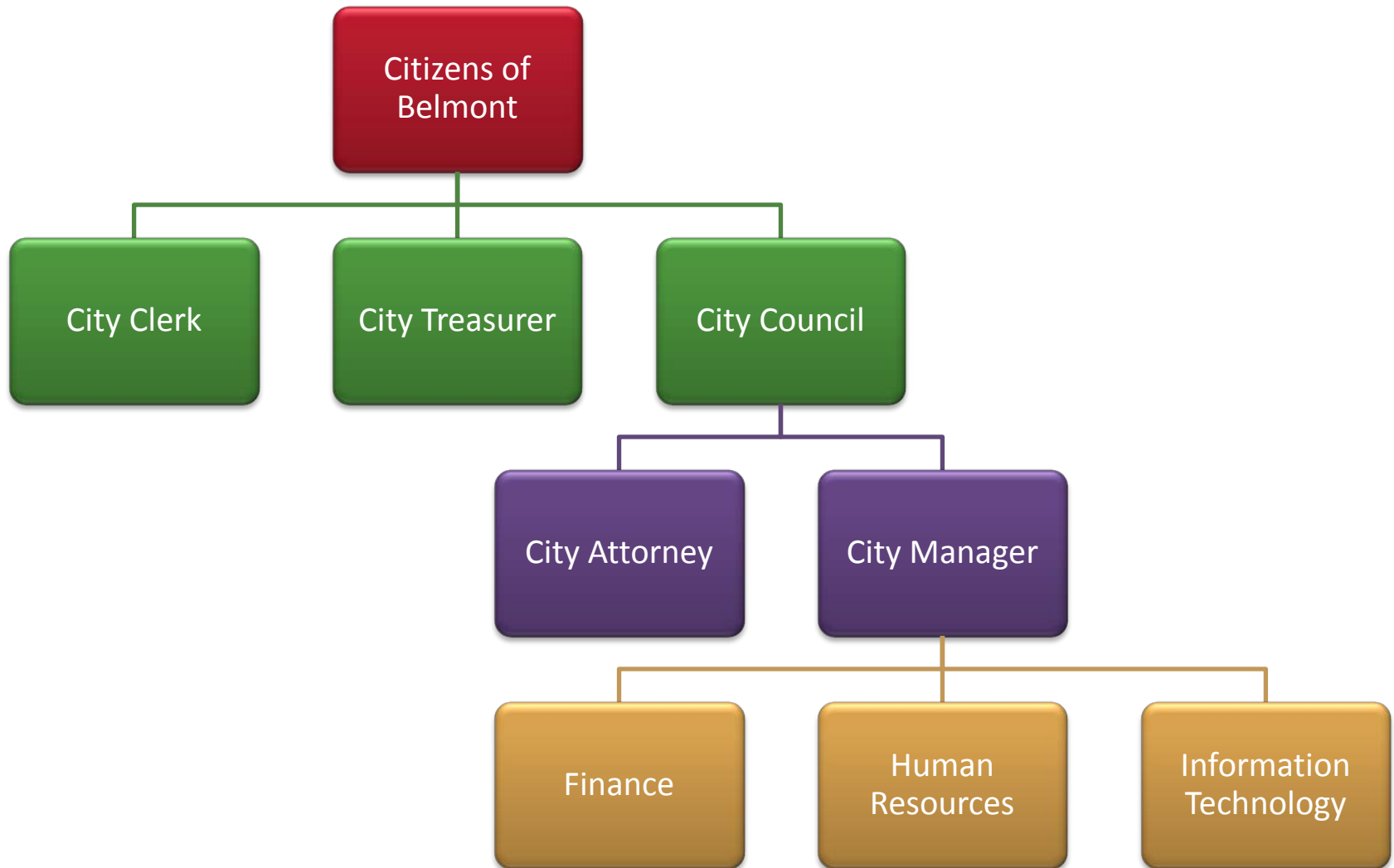
## **Administrative Departments**

# Administrative Departments

Total Expenditures & Staffing Trends



# Administrative Departments



# Administrative Departments

## Key Responsibilities

### City Manager's Office

- Chief administrative and policy advisor
- Assures City's services are performed well
- Guides budget process
- Supports Council Strategic Planning and Priority Process
- Foster inter-governmental collaboration with neighboring cities

### City Clerk's Office

- Maintains vital permanent City records
- Post/Publish agendas & public hearing notices
- Manages Council packet production, distribution & preparation of Council minutes
- Processes public record information and requests
- Elections Officer
- Form 700
- Maintains City Code

### Finance Department

- Chief financial officer
- Performs financial management (financial planning, accounting, and reporting), treasury management, debt management, and risk management for the City of Belmont, the Belmont Successor Agency, Belmont Fire Protection District, and other agencies.

# Administrative Departments

## Key Responsibilities

### Human Resources

- Recruitment and Selection
- Benefits Administration
- Compensation and Classification
- Disciplinary process, grievance management, and labor contract negotiations
- Training and Development
- Employee Safety and Workers' Compensation
- Labor Law Compliance
- Discrimination/Harassment Complaints

### Information Technology

- Network connectivity, including internet & intranet
- Maintain fleet of operating computer hardware & software
- Website & telephone system upkeep

### City Attorney's Office

- Chief legal officer
- Provide unbiased legal advice
- Ensure legal compliance

# Administrative Departments

## Contribution to City Council Priorities

- Updated City's web presence and civic engagement capability (IT)
- Economic Development (FN)
- Housing program assessment and deployment (FN)
- Financing Plan for Infrastructure and Services (FN)
- Council Benefits Modification (HR)

# Administrative Departments

## Major Accomplishments

- ✓ Implemented Council meeting efficiency measures
- ✓ City Manager's Weekly Update and Monthly Update public visibility improved
- ✓ Developed a Code of Conduct for appointed and elected officials
- ✓ Implemented Internship Program in collaboration with Carlmont High School
- ✓ Negotiated Successor MOUs with the Belmont Police Officers Association (BPOA)
- ✓ Completed Council Benefits Modification
- ✓ Streamlined Council Priority process
- ✓ Integrated social media
- ✓ Balanced Budget and Increased Fund Reserves
- ✓ Received award recognition on financial audits
- ✓ Updated Records Retention Schedule
- ✓ Streamlined agenda process
- ✓ Legal support for zoning and tree ordinance amendments
- ✓ Agreement with County for animal control services and facility development

# Administrative Departments

## Objectives

CM

- Emphasize Controlled Spending
- Strive to continue to provide quality City services
- Implement sustainability objectives
- Implement Council priorities

CC

- Continue refining City-wide records retention and destruction procedures
- Continue refining automated agenda system and electronic documents management program
- Coordinate November 2015 regular Municipal Election

FN

- Complete ERP implementation
- Promote virtualization of services through technology
- Identify new funding for Economic Development
- Establish housing program priorities
- Facilitate wind-down of former RDA
- Develop plan for funding infrastructure

HR

- Negotiate successor MOUs with the following labor groups:
  - Belmont Firefighters Assoc. L2400
  - Fire Management Unit
  - MMCEA
  - AFSCME
- Update the City's Personnel Policies

IT

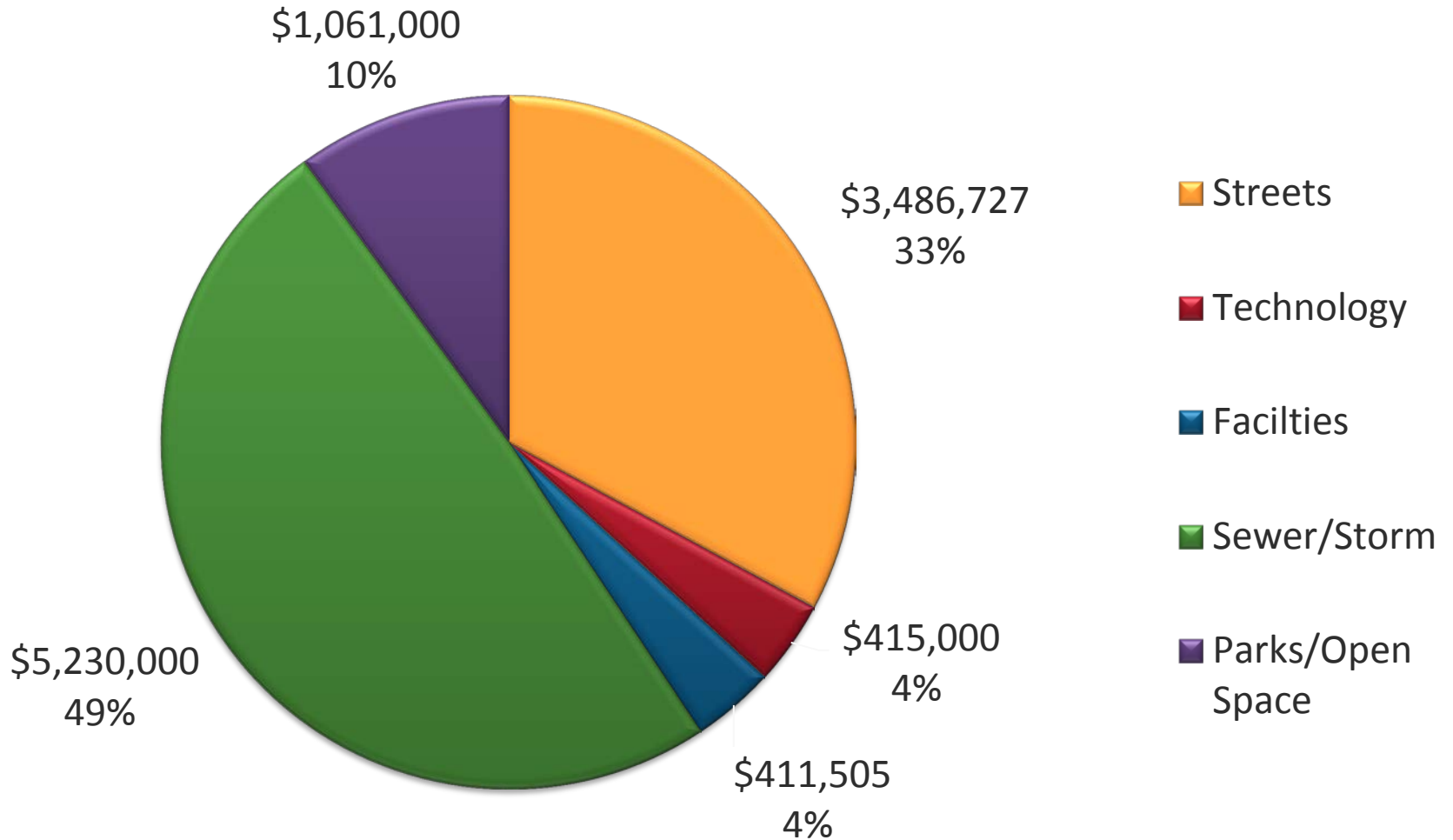
- Phone system upgrade
- Expand citizen engagement on website
- Upgrade Agenda Management, Work Order and Permitting systems
- Develop three year strategic plan
- Conduct network security audit

CA

- Continue assessing City Attorney Department & ongoing legal needs
- Assist Departments in realizing their goals
- Protect the City from unnecessary exposure from loss

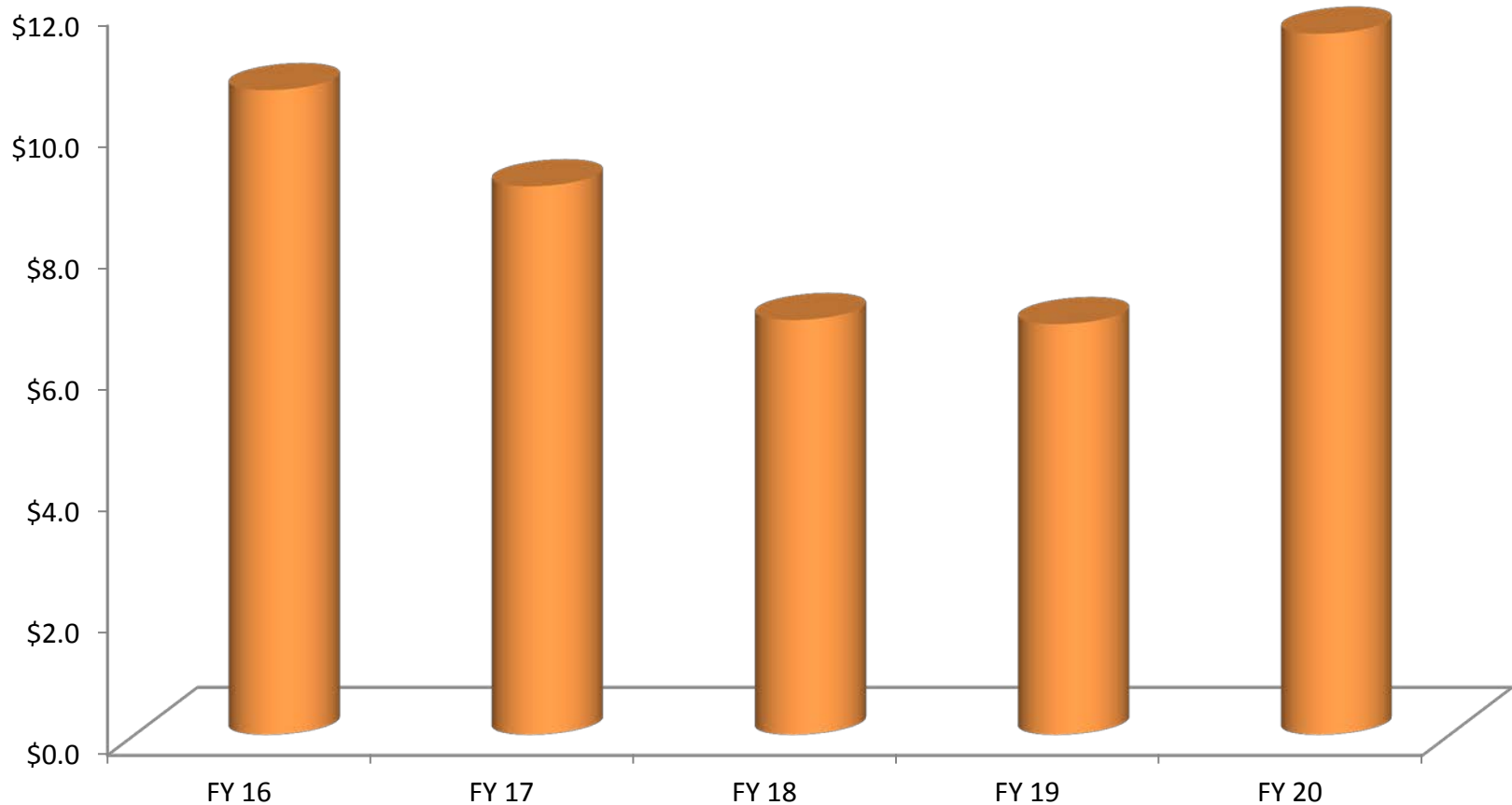
# **Capital Improvement Program**

# Capital Improvement Plan



# Projected Capital Outlay

(in Millions)



## **Next Steps**

# Policy Considerations

The FY 2016 Budget proposes a number of items designed to further reduce the City's exposure to risk.

## Included in the Budget:

- \$400K one-time funds to make strategic investments in priorities deemed of highest importance
- Replenish the \$1M reserve for Emergency Repairs
- Increased on-going contingency to \$100K
- Prefunding 50% of contractually obligated accrued leave
- Created reserve set-aside for the BFPD's facilities and fleet needs

## Proposed for additional study:

- Advance payoff the BFPD's portion of the BSCFD's CalPERS side fund legacy obligation-\$3.5M
- Direct a portion of contingency allocation and Emergency Repair Fund to the Ralston Avenue Corridor Improvement Project

# Audit Committee Input

- Special Meeting on June 2<sup>nd</sup> to review the proposed FY 2016 Budget and make recommendation to Council, including policy considerations
- Report to Council June 9<sup>th</sup>

- Questions and answers
- Give direction
- June 9<sup>th</sup>
  - Audit Committee Report
  - Adopt budget
  - Financial policies
  - Other actions

